



General Information Guidelines & Instructions

44th MID CAREER MANAGEMENT COURSE
(Monday 28th July – Friday 3rd October 2025)

Prepared by:
Training & Coordination Wing
Mid-Career Management Course

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Section-1

General Information

1.1 Aim

To develop and enhance participants' knowledge, skills and leadership potential so as to optimize efficiency, effectiveness and economy in public service processes for better service delivery at the operational/tactical level to create public value and win public trust.

1.2 Scope

- To provide understanding of theoretical framework of public policy and orientation
- To develop and hone participants' leadership and management skills to enable them to perform effectively as public sector leaders.
- To enhance participants' understanding of Human Resource Management, Financial Management, Procurement and Project Management to optimize efficiency and economy.
- To enhance participants' understanding of national and international standards of public service ethics and its impact on governance.
- To create awareness among participants regarding importance of stakeholders and the nature of their interaction with them
- To sensitize participants about social, economic and administrative challenges that are currently in public debate.
- To equip participants with essential IT skills and develop their understanding of e-governance and importance of effective ICT interventions in evidence-based decision making and problem solving.
- To facilitate participants in conducting research, evaluation and analysis required for policy planning and implementation at the operational level.

1.3 Organization

The National Institute of Public Administration (NIPA) Karachi is a constituent unit of National School of Public Policy (NSPP) and plays a pivotal role in training and capacity building of the civil servants of Pakistan.

(a) Training Wing

Training Wing of NIPA Karachi is the pivot around which all the training activities of the participants revolve. Training Wing is headed by the Director General and comprises the Chief Instructor, the faculty members designated as Directing Staff and the Additional Directing Staff (C). The Training Wing of MCMC is responsible for planning, organizing and conducting of Mid-Career Management Courses (MCMC).

1.4 Historical Background

The National Institute of Public Administration (NIPA) Karachi was established in 1961 as an autonomous government organization under the Establishment Division and registered under Societies Registration Act (No. XXI of 1860). Together with its sister institutions at Dacca and Lahore, it was initially set up for training of senior civil servants belonging to various occupational groups and autonomous bodies in the federal and provincial governments who were in the eligibility zone for promotion in the next higher grade BS - 20. Over a period of time, other campuses of NIPA were established at Lahore, Peshawar and Quetta. NIPA Karachi conducted 82 Advanced Courses for Public Sector Management (ACPSM) till 2006.

In 2002, the NSPP Ordinance was promulgated and NSPP was notified on 15th May, 2005. The NSPP Board of Governance is headed by the President of Pakistan. The purpose of establishing the NSPP was not only to improve the quality and effectiveness of existing public sector service providers but it was also to empower new entrants in the public sector with world-class teaching, training and research facilities, and ultimately improve service delivery and policy outcomes.

NIPA Karachi is a constituent unit of NSPP. This Institute is conducting MCMC for officers of Grade-18 who are at the threshold of promotion to the next higher grade and Senior Management Courses (SMC) for officers of Grade-19 who are at the threshold of promotion to the next higher grade. Officers belonging to the federal and provincial governments and autonomous bodies are participating in the courses. The first MCMC was held in August, 2007 as a pilot project with duration of 20 weeks since then 1547 officers have been graduated from NIPA Karachi.

1.5 NIPA Vision

“To achieve excellence in public service delivery through capacity building and inculcation of skills and values essential for Good Governance”.

1.6 Mission Statement

“To contribute towards improvement of the quality and effectiveness of public service delivery by enhancing the competencies of public servants”.

Section -2

Training Aspects

2.1 MCMC Introduction

The contents of the MCMC have primarily been designed to enable the participants to broaden their horizon in an open academic environment with a process to apply concepts to real life practical problems of the field. NIPA Karachi continues to add innovative dimensions both in form and substance. Techniques like Group Process Studies, Management Exercises, Case Studies and Simulation Exercises provide greater room for learning and in-depth performance appraisal. The main thrust, however, remains on Public Sector Management; with a view to improve knowledge, skills, abilities and other characteristics of the participants in a short span of fourteen weeks, using the “Experiential Learning” mode.

2.2 Training Modules and Conduct

- (a) The curriculum of the course comprises of eleven (11) modules.

Module-I: Foundation Lectures

Module- II: Leadership and Management Skills

Module- III: Human Resource Management

Module-IV: Public Financial Management

Module- V: Public Procurement and Disposal of Public Assets

Module-VI: Project Development and Management

Module-VII: Public Service Ethics in Governance

Module-VIII: ICT, AI and E-Governance

Module-IX: Research and Research Methodology

Inland Study Tour (IST) and Local Visits (LVs)

- (b) Each module will be sponsored by a faculty member, who is responsible for organizing and conducting it in accordance with the curriculum under the overall guidance of the CI & Director General (DG).
- (c) Sessions are generally held in the NIPA classroom. Scholars and eminent speakers, who are expert in their own field, are invited to deliver talks on given topics, followed by question and answer sessions where participants

have the opportunity to clarify and raise issues of relevance to public policy formulation and implementation.

2.3 Simulation Exercise

Simulation exercise will be used to bring real life environment into the class room. A simulation exercise is a learning technique where the participants are given a specific role. They are then instructed to determine their actions using given information and may be given road-blocks along the way to again simulate the real work environment where distractions and changing priorities are a fact of life. At the end of the exercise, participants are required to make presentations.

The objectives are as following: -

- (a) To formulate the methodology for evolving a comprehensive approach for problem-solving at the federal, provincial and district level.
- (b) To become familiar with the process of formulating an effective implementation strategy.
- (c) To sift out the essential from the trivial in a given scenario.
- (d) To prioritize issues according to their importance in a given scenario.
- (e) To develop the skills of working as a team and building consensus.
- (f) To develop presentation skills for effective communication.
- (g) To develop **out-of-box** innovative thinking/ solution.
- (h) Main emphasis would be on **“HOW TO THINK”** and not **“WHAT TO THINK”**.

2.4 Analysis Papers (AP)

In two terms, a short written assignment is conducted in which the analytical ability and writing skills of the participants is assessed. Progressive and logical development of thought in response to the requirement is evaluated on the basis of brevity, specificity against generalization, coherence and clarity. The topics selected for these analysis papers generally concern; domestic issues and their implications at grassroots level, current issues, global, regional and/or domestic environments, in the context of public policy implementation in Pakistan.

A zero AP (sixty minutes duration) is also conducted during first week of the course to gauge to baseline analytical skills of the participants.

2.5 MCQs

At the end of each term, MCQs test will be conducted on the basis of Lectures/Tutorial Discussions conducted during that particular term.

2.6 Peer Rating (PrR)

In each term, an individual exercise is held in the form of Peer Rating. The aim is to develop a sense in the Participants about rating their colleague Participants on the basis of three shades of personality i.e. *“As a Friend”, “As a Leader” and “As a Professional”*. Detailed instructions for conduct of Peer Rating will be issued separately by ADS (C).

2.7 Current Issues Presentation (CIP)

Participants will make presentation on a current issues relating to political, socio-economic scenario, religion, and ethics in public service. The participants will be required to make a presentation for 30 minutes which includes 10 minutes Question and Answer session. **A script in word count of 1500-1800 words alongwith power point presentation should be submitted to the respective faculty advisors and 02 hard copies to ADS (T & C) 48 hours before scheduled presentation and any observation / guidance will be given by faculty advisor to be included before the presentation.** Copy of Power Point Presentation 4 slides on one side using both side of the paper.

2.8 Synopsis of Guest Speakers’ Talk

Participants will be tasked in turn to WRITE synopsis (as per format) of at least one lecture during the course. **The synopsis shall normally consist of 600 to 750 words. (Font Size 12”, Times New Roman & line spacing 1.5). The nominated participant will submit two (02) copies of the synopsis to the ADS (T & C) within 24 hours (one day) after the scheduled talk by the speaker.** The participant would focus on the central theme of the speaker and the policy options presented therein; apart from the discussion during Q/A on the subject.

2.9 Guest Speaker Assessment (GSA) Form

It is mandatory for all participants to fill the Guest Speaker Assessment (GSA) Form at the end of each session. The GSA Form, specific to each session, will be uploaded on E-Portal at start of the session and is required to be filled by all participants by 2100 hrs. the same day.

2.10 Case Studies

A case study is a situation often with disguised scenarios, to provide an opportunity to go through the problem solving process. During the course, two case studies will be conducted. The faculty member will introduce the topic in main MCMC class room and participants in small groups will collectively analyze the issues and give their solutions.

2.11 Policy Paper (PP)

A policy paper is a brief document in which the results and recommendations of a research are presented to a non-specialized audience. The aim of a policy paper is to analyze large amounts of complex data/information in order to present a short, neutral summary on a specific issue. Timelines for various stages of completion of the research will be notified and followed strictly.

Structure of Policy Paper

1. Abstract/ Executive Summary
2. Introduction
3. Approaches and Results of Research
4. Conclusions
5. Recommendations
6. Bibliography/ References

2.12 Public Speaking

This is an important individual activity aimed at encouraging the participants to overcome fear of public speaking.

- Public Speaking is an extempore public speaking exercise for the participants of MCMC. During initial days of the course, this exercise will be conducted in Class Room.

- Each participant will pick/choose one topic through balloting and will have 5 minutes each for preparation (i.e. gathering of thoughts) and talk on the assigned topic in front of faculty members and class participants.

2.13 Course Coordinator

Each participant will be assigned the role of Course Coordinator at least once during the course. The Course Coordinator is expected to act as a link between faculty and the participants. He/she will be responsible for communicating all the directives/ instructions issued from time to time by the Chief Instructor (C.I) and ADS (C). The course coordinators will present power point presentation (on term basis) at the end of week to the DG and faculty members. The course coordinators will make course review presentation at the end of each term. The duration is 15-20 minutes.

2.14 Syndicate System

Syndicate in the academic sense refers to a small group of participants who get together under guidance of faculty to hold discussions on significant issues relating to the curriculum. Aim of the Syndicate System is to enable one-to-one training environment by developing a close interface with a small group of participants in a syndicate meeting at regular intervals. While this interaction provides sufficient opportunity to the participants for expressing their views more freely, the primary focus is on generating discussion on important current issues. In addition, a few short exercises may also form part of the syndicate activities.

Syndicate groups will be shuffled and re-constituted in each of the three terms to form a mix of participants representing various departments/occupational groups. Each syndicate will work under guidance of Chief Instructor/Additional Directing Staff (ADS). Each syndicate will also have a Syndicate Coordinator/Leader from amongst the members of their syndicate, who will be nominated by the respective ADS. All syndicate meetings will be held through Zoom.

2.15 Classroom Modalities

All course activities are organized as per Weekly Schedule (WS). MCMC Class Room (CR) serves the central academic activity center for most course activities – Lecture/Panel

Discussions (LDs/PDs), voluntary Lectures / Talks (L/T) by participants, and individual Presentations (P). However, some Workshop (W) activities may be held in the NIPA-Auditorium (A) or sometimes in the IT Lab (Lab) if the Workshop Facilitators so desire. Joint Sessions (JS) for Lectures /Talks (L/T) with other NIPAs may also be arranged in online/zoom mode. However, JS may also be arranged with MCMC Participants. Sometimes, due to logistical constraint, Guest Speakers may deliver their LDs on Zoom. Tutorial Discussions (TDs) and group work on Case Studies Research (CSR) and Simulation Exercises (SE) are conducted in the Syndicate Rooms (SR), whereas Group Presentations are generally held in the Auditorium.

Changes in the WS are regularly reflected in the revised WS. Timing of sessions can either be changed at the request of the speakers or, sometimes, may be changed due to unavoidable conditions. Sessions can also be extended by CI/DG, on need basis.

Monday through Thursday:

0900 -1700 hours. (Tea Break: 30 minutes, Lunch & Prayer Break: 1 hour)

Friday:

0900 -1700 hrs. (Tea Break: 30 minutes, Lunch & Jumma Prayer Break: 1.5 hour)

2.16 General Rules to Remember:

Strict Punctuality is expected.

Participants are required to be seated five minutes (0855) before the start of every session. Recitation from the Holy Quran will start at 0900 am (to be followed by Durood-e-Ibrahimi). Late arrival is marked if a participant arrives after 0900am and may affect a participant's punctuality profile.

All violations of norms and rules must be avoided during the course.

Late arrival, use or ringing of mobile phone, not being in the dress code, speaking to each other while the class is in progress, must be avoided during academic activities whether held in CR, Lab, Auditorium, Library, SYND Rooms including in the meetings.

Nominated participant(s) are required to introduce the guest speaker(s) of session(s).

Participants must rise on arrival of Guest Speaker(s)/Panelist(s) Reviewer(s) as a mark of respect. Similar expression of respect is also expected for all the faculty members/CI and DG.

At conclusion of a formal class session, nominated participant(s) are required to pay a vote of thanks to the Guest Speaker(s) Panelist(s) Reviewer(s) with standing ovation by all participants as a mark of respect.

Guest Speaker(s) in a Lecture/Panel Discussion (LD/PD) are generally expected to follow 60:40-time rule (i.e. 60 % for talk by speaker(s) and 40% for Q&A session).

However, the Guest Speakers may sometimes vary the format of the session to make it more interactive.

2.17 Research Session / Day

The Research Session /Day may be utilized for conducting research activities, preparing and finalizing research & other individual/group assignments/Presentations, organizing policy dialogues and seminars, holding group (RG/SYND) discussions, voluntary society activities / talks and arranging dinner & extension talks by eminent persons/experts, organizing sports competitions, arranging culture nights and get-togethers with alumni.

2.18 Institute's Library

- (a) The Institute has a well equipped Library containing books & periodicals relevant to training. Books have been classified according to the internationally recognized *Dewey decimal. Classification System Edition 21*.
- (b) Books, including course books are issued according to a "self-charging system" which means that the participants select books themselves, take out book-cards of the selected books, fill them, sign them, and then handover these cards to the official on duty at the Issuing Counter. **Books are issued for a maximum period of two weeks at one time. Not more than 3 books can be drawn at one time.**
- (c) Some books, including books prescribed for, or relevant to, the study of syndicate subjects allotted are kept in specified shelves marked "Reserve shelf". These are basically meant for use by the members of respective syndicates. The material will be rotated among syndicate members in accordance with the procedure determined by the faculty member covering the Syndicate Group.
- (d) Library maintains a Reference Section that has a reasonable collection of books for ready reference. Reference books/ materials are marked with the

notation 'REF', and are not issued for use outside the Library premises. Journals or periodicals are kept in the periodical room. These are also placed under the category of reference material.

(e) The participant can also access the Digital Library of Higher Education Commission through NIPA Karachi's network.

(f) The Library timings are as under:

- Monday to Friday 08:00 a.m. to 05:00 p.m.

(g) Special timings will be announced during Simulation Exercises.

(h) All participants will use library facilities through E-mail & E-Portal etc. the following Staff members of library will be available to provide the services during course hours.

1. Mr. Shafqat Hussain Shah, Assistant Librarian (0300-2388535),
(shafqat.shah@nipa-khi.edu.pk)

2. Ms. Hoor- e-Jehan, (03008251095)

2.19 Computer Literacy Program

(a) First week of the course will be utilized for Computer Literacy classes. Thereafter, the IT classes will be conducted as per weekly schedule

(b) Each participant having sufficient proficiency in computer skills will be made buddy of one novice participant. The former will have to attend evening classes till his buddy also qualifies the test conducted to assess the level of proficiency.

(c) Each participant is expected to acquire sufficient computer operating skills to prepare his/her own Power Point slides for presentations and type scripts and to surf the net for information.

(d) During presentations by the participants, the participants themselves will handle the computer. Colleagues may assist one another while making presentations.

2.20 Attendance

ATTENDANCE POLICY: Any Participant who misses a total of 04 days of course studies (whether with permission or otherwise) would be liable to be withdrawn

from the course. **Genuineness of the reason for absence cannot compensate for the loss of learning, hence, no exceptions would be allowed.**

Attendance during the course is compulsory. Punctuality and attendance is monitored through various means. Syndicate sessions, lectures, workshops, presentations, meetings, seminars, conferences, whether scheduled during the day or in the evenings, are integral parts of the course. The participants are required to be punctual and regular in attending various training/academic activities notified by the Training Wing. In case of illness and emergency, written approval of the Director General is required. The participant should route the application through ADS (C), who will give it to Chief Instructor for onward submission to Director General for approval. **Ex-Pakistan leave is "Not" allowed during the course.**

Note: In case of any urgent need/emergency, participant can avail short leave. **Availing 03 short leaves by any participant will be considered as one full day leave and will be deducted from 04-day leave quota of the participant.** Prescribe short leave forms can be obtained from NIPA reception for the approval of competent authority.

2.22 Course Review Committee (CRC):

Usually a participant from each service group is taken to be the part of CRC who represents his/her service group in that committee and give his/her valuable suggestion and critically analyze the different modalities of the course. Prescribed pro-forma will be distributed among all the members of the committee 30 days prior to the conclusion of the course. Members of the committee will be required to present the findings on the basis of that pro-forma in front of DG, CI and the faculty in a PowerPoint presentation. **Presentation will be duly approved by the ADS (T & C)/CI**

2.23 Dress Code

Official (All indoor and outdoor activities)

a) **Gentlemen:**

Monday to Thursday:

- Lounge Suit (Gentlemen should wear a well-fitted suit with a dress shirt, secured by a proper tie knot. The Pakistani flag badge is to be affixed to the left lapel of coat, ensuring a professional appearance) **(Jeans & T-Shirt are not allowed)**
- National Dress (Black Sherwani with White Shalwar Qameez and Shoes with Socks)

Friday:

b) White Shalwar Qameez with Black Waist Coat. (Boots with laces or Moccasins) OR Lounge suit (Gentlemen should wear a well-fitted suit with a dress shirt, secured by a proper tie knot. The Pakistani flag badge is to be affixed to the left lapel of coat, ensuring a professional appearance)

Ladies: Appropriate Formal Dress

c) Dress Code beyond 1700 hrs. / After the training sessions / Mess

- **Gentlemen:** Dress Pants with Full Sleeves Shirt or White Shalwar Qameez with Black Waist Coat (Boots with laces or Moccasins)
- **Ladies:** Appropriate Formal Dress

d) Dress Code for Sports:

Gentlemen: Track Suit with Joggers / Tennis Shoes, Sports T-Shirts

Ladies: Appropriate Sports Wear

Section – 3

Administrative Aspects

3.01 Mess Committee

A Mess Committee will be constituted from amongst the participants comprising of:

- Chairman/Chairperson
- Secretary
- Member (2-4)
- A Committee will be notified for each term

Tasks of the Mess Committee:

- To recommend changes, if any, in the menu for daily meals, after consultation with all the participants and within the available financial resources.
- To inform the Management of the Institute (Admin Wing) about any complaints/suggestions related to food arrangements.
- To hold fortnightly meetings to ascertain the views of participants about standard of meals, boarding, service arrangements, etc.
- To make recommendations in writing to Admin Wing for necessary improvements, if any.

3.02 Cultural Committee:

A Cultural Committee will be constituted from amongst the participants. The committee will be composed of:

- Chairman/Chairperson
- Secretary
- Member (2-4)
- A Committee will be notified for each term.

Task of the Committee:

Cultural committee will be responsible for arranging entertainment programs for the participants with the approval of Director General.

3.03 Sports Committee

A Sports Committee is constituted from amongst the participants with following appointments:

- Chairman/Chairperson
- Secretary
- Members (2)
- Sport officer (Ex-officio member)
- A Committee will be notified for each term.

Tasks of the Sports Committee:

To monitor attendance of the participants in the Sports hour.

To organize sports competitions for all the sports in consultation with the DS in-charge.

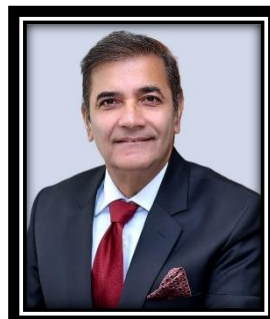
To organize prize distribution ceremony at the end of the course.

Section – 4

Director General & Faculty of MCMC & SMC

Dr. Syed Saif Ur Rehman, PAS, TI, Director General

Dr. Syed Saif ur Rehman an officer of Pakistan Administrative Service holds a Ph.D. from the University of Karachi, Research Associate in Global Health Program, Duke University, North Carolina, USA, Master in Public Administration (MPA) from Columbia University New York, USA, Master of Public Health (MPH) from Baqai Medical University. He also has MSc. In Health Policy and Management from The Aga Khan University and an MBBS from Rawalpindi Medical College, University of The Punjab.



He has held various significant positions in the Government of Sindh and Balochistan, including Provincial Coordinator Polio Eradication EPI, Balochistan, Administrator Karachi, Principal Secretary to Governor Sindh, Secretary Services, Director General Karachi Development Authority and Commissioner Zhob Division. His roles have involved extensive project management, policy development, and public administration.

Dr. Syed Saif ur Rehman is skilled in organizational management, finance, project implementation, and human resource management. He has a strong background in policy development, negotiations, and capacity building.

He has participated in numerous training programs and conferences worldwide, including the National Management Course in Lahore, the Mayors Conference in Houston, and the Regional Environmental Sustainable Transportation Forum in Mongolia.

He has been actively involved in community service, including volunteering at medical camps, participating in polio eradication initiatives, and leading health committees. He has also published research papers on public health and polio eradication. On his meritorious services in public civil service he had been awarded The Tamgha-e-Imtiaz by the President of Pakistan in 2023.

MCMC Faculty

Mr. Fouz Khalid Khan, Chief Instructor, MCMC

Fouz Khalid Khan joined the civil service in 27th CTP (OMG) and later on in the Inland Revenue Service. He has obtained degrees in Electrical Engineering (NED); Post Graduate Diploma in Public Administration & Masters in Administrative Science (University of Karachi) and MBA (IBA, Karachi). He was awarded the Global Masters Scholarship at the Korea Development Institute School of Public Policy & Management, Seoul for a Masters in Public Policy (specializing in Public Finance) program (HEC equivalence of M.Phil) where he authored a thesis on taxation of informal economy in Pakistan. He has attended in service trainings at various national universities and federal government institutes. His international training exposure includes Tax Policy Seminar at OECD Korea Policy Centre, Seoul and VAT Taxation at Multilateral Tax Centre in China. He has also remained a visiting faculty of MBA at the Iqra University and at Directorate General of Training & Research (IR).



He has served in the Ministry of Industries & Production, Textile Commissioner's Organization, Export Processing Zones Authority, and various field formations of Inland Revenue including the Directorate of Intelligence & Investigation (IR). Before joining the National Institute of Management, he was posted as Additional Commissioner in the Large Taxpayers Office, Karachi.

His interests in research include Policy Design, Revenue Administration, Informal Economy, and HR Training & Development. He is an avid reader, enthusiast photographer, coffee addict and loves western classical music.

Mr. Ghous Ali Shah (Additional Directing Staff (Coord), MCMC)

Mr. Ghous Ali Shah has over 13 years of experience in the service sector. He has served as a permanent faculty member in the Management Sciences department at SZABIST University, as well as in the Sindh Government. Currently, he is serving as Additional Directing Staff at the MCMC, NIPA Karachi.



He holds a BBA from IBA Karachi and an MBA from the Institute of

Business Management, Karachi. Currently, he is working on his PhD thesis in Management Sciences.

He has participated in various training programs and conferences. He has also served as a civilian instructor for the Sindh Police SSU, a faculty member at Dow University of Health Sciences Karachi in the Institute of Business and Health Management (IBHM) and a faculty member at SMIU University Karachi in the Business Administration Department.

His research interests include Public Policy, Strategic Management and Planning, Leadership and Motivation, Economics, and HR.

Mr. Abdul Aziz, Deputy Director (Program), MCMC

Mr. Abdul Aziz, Deputy Director (Program), National Institute of Public Administration (NIPA), Karachi. He holds the MA degree in International Relations from University of Karachi. He attended various short courses IT and Office Management related. He also served in different departments like Administration, IT Section, and Training & Coordination Wing.



SMC Faculty

Mr. Jawed Zia, Chief Instructor – SMC

Mr Jawed Zia has over 23 years of experience in Government service. He joined Pakistan Audit and Accounts Service in 27 CTP and has served in various field formations of Audit and Accounts Department besides having served in the Ministry of Housing and Works, Ministry of Information and Broadcasting and Ministry of Planning and Development and Employees Old Age Benefit Institution. He has a Masters degree in Accounting from Glasgow University, United Kingdom, Fellow of Pakistan Institute of Public Finance Accountants, Certified in SAP Fi module. He has a certification of Trainers of Trainer from Washington USA, and did a course in Financial Management from Skema Business School, Paris, France. He has a keen interest in Investment, Public Finance and Public Policy.



Mr. Muhammad Ibrahim Ansari (Additional Directing Staff, SMC)

Mr. Muhammad Ibrahim Ansari is a distinguished faculty member at the National Institute of Public Administration (NIPA), Karachi. A highly accomplished professional, who brings expertise and academic excellence to the institute.

He began his academic journey at Cadet College Larkana and graduated with a Master of Science in Psychology from the University of Sindh, Jamshoro, earning distinctions. He was awarded the prestigious USAID scholarship to pursue a Master of Science in Public Health (Specialized in Administration Services) from the Health Services Academy, Islamabad. This degree, equivalent to an M.Phil. His academic contributions include numerous publications in national and international journals, addressing diverse fields such as mental health, immunization, education services, and health management.

Currently pursuing a Doctor of Philosophy (Ph.D.) at the Institute of Public Health, Lahore, he has completed his coursework and passed the comprehensive examination as per HEC guidelines. With over six years of experience in the Health Department and seven years as a Lecturer and Assistant Professor at SMBB Medical University Larkana, where he



performed various additional tasks such as Program, Examination, Academic Coordinator, and anti-Sexual Harassment Committee, he has demonstrated exemplary leadership and teaching skills. He is the author of over 30 research publications and is a certified peer reviewer for more than 15 renowned research journals.

He has participated in over 20 international online short courses and 10 national workshops and seminars, further enriching his expertise. His dedication to academic excellence and professional growth positions him as a key asset to NIPA, inspiring future leaders in public administration and health management.

Mr. Munawar Ali Mahar (Additional Director, Research)

Munawar Ali Mahar is serving as an Additional Directing Staff (MCMC). His professional experience includes serving as a Faculty Member in the Department of International Relations the National University of Modern Languages (NUML) from 2020 to 2024. Prior to this, he worked as a Research Officer at the Inter-Services Public Relations (ISPR), GHQ Rawalpindi (2014-18). Currently, Mr. Mahar is pursuing a PhD in International Relations at NUML University,



Islamabad. His academic credentials include an MPhil in International Relations from the National Defence University (NDU), Islamabad (2015), where he received the HEC Indigenous Merit Scholarship, and an MSc in History from Quaid-i-Azam University (QAU), Islamabad (2008), where he earned a Departmental Merit Scholarship. In 2019, Mr. Mahar was accepted as a PhD Research Fellow at the University of Ottawa, Canada, at the School of International Development and Global Studies.

Mr. Mahar has contributed to both theoretical and policy-oriented research. His research interests encompass human security, Sustainable Development Goals (SDGs), public policy, non-traditional security, international relations, environmental security, and history. He has worked as a Research Associate on the National Research Program for Universities (NRPU), funded by the Higher Education Commission (HEC), focusing on Pakistan's foreign policy and economic agenda. To his credit, he has also three research papers in HEC-recognized academic journals. Additionally, Mr. Mahar has been an active media commentator, providing analysis on national and international affairs in English dailies. He has appeared on national television

channels, offering insights on global and regional issues in Urdu, Sindhi, and English, bridging the gap between academic research and policy discourse.

Mr. Shafqat Hussain Shah, Deputy Director (Program), SMC

Shafqat Hussain Shah is working as a Deputy Director (Program), SMC at National Institute of Public Administration, Karachi. He joined NIPA as a Research Associate (IT). He hold Master's degree in Computer Science and has vast experience in IT teaching and application design. He also worked as a key member in project (RETA) funded by Asian Development Bank (ADB).



IT, Administrative & Other Staff

Mr. Muhammad Aqil Kamil, Additional Directing Staff (IT/AVO)

Muhammad Aqil Kamil, ADS (IT/AVO), National Institute of Public Administration (NIPA), Karachi. He has 20 years' experience of IP Network's Industry Experience with Multiple Highest level of Certification from world's leading Organizations. A tremendous hands-on working skill set which includes Microsoft Family/Cisco Network Infrastructure/Wireless & Security with firm grip on Network Infrastructure & Security Technologies. Solution Designing & Implementation Experience in Different Domains. Good communication & interpersonal skills in addition to excellent Team building & leadership skills. He holds MPhil: MS-Computer Science from Institute of Business and Technology Karachi & Master's Degree, Computer Science from Dadabhoy Institute of Higher Education, Karachi. He has more than eighteen years' experience of Managing Network Administration and Firewall and teaching various IT subjects in both courses in NIPA Karachi. He attended various shorts & long courses in the field of Information Technology and Office Management.



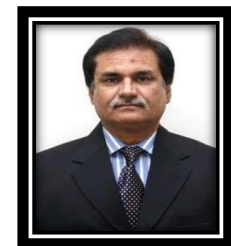
Mr. Mohan Lal, AD (IT / AVO)

Mr. Mohan Lal is presently working as AD (IT/AVO). He joined IT Section, National Institute of Public Administration (NIPA), Karachi, in 2008. He has more than 15 years' experience in IT including in SMC (Training & Coordination). He has also previously assisted to Chief Instructor (SMC Wing). He holds Bachelors in Computer System Engineering from Quaid-e-Awam University of Engineering, Science & Technology (QUEST), Shaheed Benazirabad. He is currently pursuing PhD in Computer System Engineering from Dawood University of Engineering & Technology, Karachi.







Dr. Khan Pervez Hadi, Medical Officer

Dr. Khan Pervez Hadi is a medical officer at NIPA Clinic Karachi. He did MBBS from Dow Medical College and is highly experienced Medical Practitioner. He has vast experience in the field of medicine and



he provides the medical facilities to NIPA Employees as well as participants of SMC and MCMC courses.

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02		Mr. Shajaan Effendi, AD (Finance)	0334-3470138
03		Mr. Sajid Khan Jadoon, Sports In-Charge	0300-2380608
04		Mr. Muhammad Nadeem Khan, Hostel Caretaker	0313-1215381

Section-5

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